

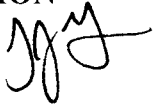


The Deputy Secretary of Energy

Washington, DC 20585

December 3, 1999

MEMORANDUM FOR DISTRIBUTION

FROM: T. J. GLAUTHIER 
SUBJECT: Implementation of Integrated Safety Management
Performance Measures

The Secretary's March 3, 1999, memorandum, "*Safety Accountability and Performance*," tasked the Secretarial Safety Council to develop performance standards and systems to hold Federal personnel and contractors accountable for effective and timely implementation of Integrated Safety Management (ISM). The Secretarial Safety Council directed the Safety Management Implementation Team (SMIT) to develop ISM performance indicators.

The purpose of this memorandum is to distribute the ISM performance measures that we will use to measure the status and effectiveness of ISM implementation throughout the Department. The ISM performance measures were developed by representatives from throughout the Department. They fall into three categories: Federal Personnel Accountability, Implementation Milestone Completion, and Effective ISM Implementation.

In the area of Federal Personnel Accountability, the Federal personnel performance standards will be modified to incorporate the following ISM performance language (or equivalent language to meet the intent):

"The Federal Manager has taken the necessary initiatives to implement fully the principles of the Department's Safety Management System Policy in programs for which the Manager is responsible. This includes the demonstration of an appropriate emphasis on ensuring the technical competence of the Federal staff associated with those programs and the conduct of effective oversight of the accomplishment of related work products and schedules."

This provision will provide a standard to which DOE managers will be accountable for implementing the Safety Management System Policy. This modification to the personnel performance standards should be made effective with the mid-2000 fiscal year performance reviews and for all subsequent reviews.

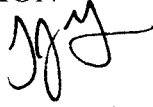


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The following four Implementation Milestone Completion measures are now being used monthly by the Secretarial Safety Council to review the Department's overall ISM implementation status:

- Completion of Phase I ISM verifications,
- Completion of Phase II ISM verifications,
- Approval of Authorization Agreements, and
- Implementation of Line Oversight Policy P 450.5.

I am also tracking the status of program offices and field offices in declaring their completion of ISM implementation by September 2000. The status of implementation, as compiled by the SMIT, is included as Attachment 1.

I recognize that achieving a mature set of useful performance indicators will require a continuing effort. In the interim, the effectiveness of ISM Implementation will be measured by tracking the following initial set of five complex-wide performance indicators that have been recommended by a SMIT-chartered group representing the entire complex:

- Total Recordable Case Rate,
- Occupational Safety Cost Index,
- Hypothetical Radiation Dose to the Public,
- Worker Radiation Dose, and
- Reportable Occurrences of Releases to the Environment.

An explanation of these performance indicators is provided in Attachment 2.

I have directed the SMIT to work with the Office of Environment, Safety and Health, the Lead Program Secretarial Offices, and the Field to bring this set of performance measures to maturity. A mature methodology will reflect the influence of ISM on ES&H performance and resolve any related process issues (e.g., reporting frequency, report format, roles and responsibilities, etc.). The effort to achieve a mature set should also consider other measures, such as pollution prevention goals and leading behavioral indicators, with an eye toward piloting promising approaches at DOE facilities. The Secretarial Safety Council will review the set of ISM effectiveness measures and consider any proposed changes at least annually.

Please provide any questions you have on this matter to me or to Ted Wyka, Director, SMIT, at (202) 586-1418.

Attachment 1: ISM Milestone Completion Status Report
Attachment 2: Indicators for Effective ISM Implementation

T. J. Glauthier Memo
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SMIT Points of Contact

Attachment 2

Indicators for Effective ISM Implementation

Total Recordable Case Rate - Work-related death, injury or illness, which resulted in loss of consciousness, restriction of work or motion, transfer to another job, or required medical treatment beyond first aid.

Occupational Safety and Health Cost Index – Represents the approximate amount of dollars lost (indirect and direct) per 100 hours worked for all injuries/illnesses. DOE sites use this index to measure their progress in improving worker safety and health.

Hypothetical Radiation Dose to the Public - Estimated collective radiation dose (person-rem) to the public within 50 miles of DOE facilities due to radionuclide airborne releases. (“Collective radiation dose” is the sum of the effective dose equivalent to all off-site people within a 50-mile radius of a DOE facility over a calendar year. This figure is estimated by each site using a mathematical model with data on airborne radionuclide releases, meteorology, and population distribution.)

Worker Radiation Dose - Average measurable dose to workers at DOE facilities, calculated by dividing the collective total effective dose equivalent by the number of individuals with measurable dose.

Reportable Occurrences of Releases to the Environment - Releases of radionuclides, hazardous substances, or regulated pollutants that are reportable to federal, state, or local agencies.